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ABSTRACT

This Affirmative Action Plan was designed to eliminate discrimination against women at the University of Pennsylvania. Thirteen steps are recommended: (1) issue a public statement recognizing the existence of discrimination against women at the University; (2) instruct the committee on the budget and inform the President's and Provost's staff conferences that reallocation of funds budgeted to salary for 1971-72 will be necessary to implement the Affirmative Action Plan; (3) establish a Women's Commission; (4) urge the appointment of women as Trustees and as members and chairmen of university and school committees; (5) convene a meeting to present policies on goals, appointments, promotions, statement on nepotism, salaries, committees and chairmanships of committees, implementation; (6) require the committee on academic planning to involve the women's commission; (7) review the status of partially affiliated women academic personnel; (8) issue a policy statement on graduate students; (9) adopt a positive program of appointment, promotion and salary upgrading for qualified women in nonacademic positions; (10) remedy three major deficiencies in personnel policies, communication, and classifications; (11) deal sympathetically with women undergraduates; (12) recommend to the committee on instruction that courses pertaining to women be established; and (13) give support to plans to establish child care at the University. (Author/MJM)

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UNIVERSITY of PENNSYLVANIA

PHILADELPHIA 19104

December 21, 1970

President Martin Meyerson
College Hall
University of Pennsylvania

Dear President Meyerson,

We enclose the Plan for Affirmative Action to Eliminate Discrimination Against Women at the University of Pennsylvania which you requested from the Task Force on Women. We look forward to discussing it with you on December 22, 1970, at 9:00 A.M.

Members of the Task Force have had the cooperation of a large number of University women in examining the basic question of discrimination, codifying it to the extent that recommendations might be made, and choosing possible courses of remedial action and affirmative planning. We gratefully acknowledge the assistance of those listed below, along with many others.

We hope that, with your cooperation, the work they have done will lead to the improvement we all envision. For in the final analysis, it will not be the plan, but the people who have the power and will to exercise it, that will create a new environment for women at the University of Pennsylvania.

Sincerely,

Helen Davies
Lucienne Frappier-Mazur
Karen Gaines
Madeleine Joullie
Phoebe Leboy
Barbara Lowery*
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12/20/70

A PLAN FOR AFFIRMATIVE ACTION TO ELIMINATE DISCRIMINATION AGAINST WOMEN AT THE UNIVERSITY OF PENNSYLVANIA

Prepared by the President's Task Force on Women

We strongly urge that the President of the University of Pennsylvania take the following steps:

1. Issue immediately a public statement recognizing the existence of discrimination against women at the University and affirming the University's intention to take not only remedial but affirmative action without delay.

   *Send to the Provost and to each Vice-President, Vice-Provost, Dean, Director and Department Chairman a copy of the appended Federal regulations concerning fair employment practices as well as a copy of the directives of the Department of Health, Education and Welfare to the University of Michigan and the responses of that University. Require that the Federal regulations be posted in every administrative and departmental office.

2. Instruct the Committee on the Budget and inform the President's and Provost's Staff Conferences that reallocation of funds budgeted to salary for 1971-1972 in all employment categories will be necessary to implement this Affirmative Action Plan, which is designed to enable the University to move toward compliance with existing Federal regulations.

   Require each budget officer to make immediate estimates of the amount needed to make salary adjustments to achieve salary equity between female and male employees in equivalent positions within each employment category. Changes must be based on the mean, median or mode, whichever is highest. Funding for this must be University-wide rather than charged to the departments concerned, so that those departments which have women will not be penalized in comparison to those that have failed to employ women at all.

3. *Establish a Women's Commission immediately to oversee the implementation of affirmative action policies toward women at this University. The Commission must have the power to initiate reviews and to investigate grievances concerning partial affiliation, nonappointment, reappointment, promotion and salary. It must have the right of access to records and to personnel; the right to be provided with legal counsel of its own choosing; and the right to make public its conclusions and recommendations.

   Initially the Women's Commission should be appointed by the President from a list submitted by the President's Task Force on Women, who will have consulted with all known women's organizations in the University community. It shall be a quadripartite commission consisting of women Trustees (when there shall be any; see Step 4), faculty, students and nonacademic employees. The Commission will, on being constituted, determine its own rules of operation.

   Inform the University community of the existence of the Commission by: (a) a public announcement by the President and (b) direct mail from Personnel Office lists.

*An asterisk refers to material appended to this plan.

4. *Strongly urge the appointment of women in significant numbers as Trustees, and as members and chairmen of University and School Committees, particularly of the Steering Committee of the University Council and the Committee on Committees, the Senate Advisory Committee, the Committee on the Budget, all Personnel Committees on Appointments and Promotions, all Admissions Committees and all Committees on Academic Freedom and Responsibility.

5. Convene a meeting of the President, the Provost, the Academic Vice-Presidents, the Vice-Provosts, all Deans and Department Chairmen and the Task Force on Women to present the following policies with respect to faculty:

   a. Goal: The University of Pennsylvania must have a faculty of the highest quality. It is clear that the University has been deprived of the contributions that could be made by many excellent women who are or may become available. A prerequisite for this goal is that women faculty and women students of the University will agree that all women are being treated fairly here. This will require an active program of recruitment, appointment and promotion. Ultimately there should be no significant difference in the ratio between women and men faculty at the University.

   b. *Appointments: To correct the present imbalance it is necessary to give preference to women in the case of equal qualifications. We understand that recently there has been a yearly attrition rate of faculty of about 6%. Realizing that many of the positions thus vacated must remain unfilled for budgetary reasons, we recommend that women receive 75% on average of all appointments made. This recommendation is independent of the anomalous situation in the School of Nursing, which needs special provisions. The new women are to be appointed at the levels of Assistant, Associate and Full Professor. No appointment of a man should be approved where there has not been a serious search for women to fill the position.

      We recommend the policy of advertising vacancies, especially in professional journals, as well as utilizing the facilities of professional associations, particularly the Women's Caucuses of those organizations. The President should establish a University committee (with a majority of women members) to search for qualified women for Faculty positions.

      The committee should also be charged with the responsibility to identify women qualified to serve as Department Chairmen, Deans, etc. This is particularly important because the list of chairmanships issued by the Provost's Office indicates that none of the 119 positions is held by a woman.

   c. *Promotions: The present status of women academic personnel at the University must be reviewed by the Women's Commission to ensure that these women have been accorded a rank commensurate with their qualifications. In the case of equal qualifications for future promotion, preference must be given to women in order to correct the present imbalance.

d. Statement on nepotism: Replace the present statement on Employment of More than One Member of a Family as it appears in the Handbook for Faculty and Administration with the following:

> There is no University policy prohibiting employment of more than one member of a family either in the University or within its departments. Indeed, it is recognized that the University as a whole and many individual departments would benefit from the freedom to hire both wives and husbands and other relations who are qualified scholars. The University will not hire a second member of a family solely because of his or her relationship to the first, nor will it exclude a second member of a family solely because of such a relationship.
>
> A proposal to employ or reappoint shall be considered in the usual fashion in the department except that a member of the same family shall not vote on this matter. Nor shall faculty salary be determined exclusively or principally by a member of the same family.
>
> To relieve the department and the individual concerned of any hint of nepotism, the University requires that a proposal to employ or reappoint a person who is related to another member of the faculty or administrative staff be brought, through the appropriate dean or director to the Provost's Staff Conference for approval. This will ensure that such a candidate is employed because he or she is well qualified for a given position.

e. *Salaries: First priority in current budget planning must be given to making the mean, median and mode of the salaries of women equal to those of men in equivalent positions. In cases where the numbers of women in such positions are so small that difficulties would arise in applying the statistics, those choices should be made which are most advantageous to women.

f. Committees and chairmanships of committees: The University Administration should urge representation of women on all committees of graduate groups and departments.

g. Implementation: All departments and schools shall be directed to keep all records on appointments (including the C.V.s of candidates considered), promotion and salaries (including source of salary and special University financial aid). These records shall be coded by sex and shall be open to the Women's Commission. It is understood that strictly confidential matters will be handled in a manner similar to the operations of the Committee on Academic Freedom and Responsibility.

6. *In order to protect the interests of women in the University, require the Committee on Academic Planning, when considering areas of special interest to women, to involve the Women's Commission. These areas include, for example, the College for Women, the School of Nursing and the School of Allied Medical Professions.

In this regard, give special attention to those conditions which effectively exclude most of the faculty of the predominantly-female School of Nursing from full participation in the governance and progress of the University. Consider especially the problems of granting tenure in a field in which the master's is the normal terminal degree -- a problem which has been satisfactorily resolved in the Law School.

7. *The present status of partially-affiliated women academic personnel at the University must be reviewed by the Women's Commission.

a. Classification as partially-affiliated should not be used as a subterfuge to prevent women from obtaining indefinite tenure and from fully participating in Departmental, School and University policy decisions.

b. There remain women who are correctly classified as partially-affiliated and have significant grievances. Methods of redress of these grievances include the following:

(1) Allow partially-affiliated women, who hold advanced degrees and carry significant research and teaching loads, to participate in Departmental, School and University policy making.

(2) Provide partially-affiliated women, who require them, with office space, telephone extensions, mailboxes and other minimal requirements, and thus enable them to be accessible to their students.

(3) Provide to partially-affiliated women, paid either partly or wholly from grants, all the fringe benefits specifically included in their grants.

(4) Give official letters of appointment to all partially-affiliated women promptly.

(5) Reimburse partially-affiliated women for expenses incurred in attending conferences as invited participants where possible.

8. *Issue a policy statement on graduate students indicating that:

a. Admission and financial aid must be based on academic qualifications with no arbitrary ratios based on sex, marital status or children.

b. Records on admission and aid are to be kept and made available for review by the Women's Commission. If an applicant who does not fall below the criteria set by the department is rejected, the explanation from the pertinent committee must be included in the file.

c. Department members must be made aware of their responsibility to recommend students for job placement without regard to sex.

d. The existence of the Women's Commission must be publicized to all women students and all women applicants. Specific mention must be made in all relevant catalogues of the fact that the University of Pennsylvania does not impose a penalty in graduate admissions and in financial aid on the basis of sex, marital status or children. All graduate groups and professional schools should emphasize the University's position on sexual discrimination in all the brochures that they distribute.

e. The Placement Service should be informed of the University of Michigan case history, with the suggestion that it regard the recent HEW action as an opportunity to increase the employment of women graduates in colleges, businesses and industries subject to the Federal contractual obligations of E.O. 11375. When the position of women's placement officer next falls vacant, priority should be given to finding an energetic woman candidate who can effect a major improvement in the employment of women graduates and in their salary ranges.

9. *Adopt a positive program of appointment, promotion and salary upgrading for qualified women in nonacademic positions. The goal should be not only to attract outstanding women, but to maintain their interest through substantive work and to advance them to make full use of their growth and experience.

a. In communications with professional organizations, as well as in advertising, publicize a policy of equal opportunity for women.

b. *Give priority in the 1971-72 budget to bringing the salaries of women to parity with those of men in comparable positions or with comparable qualifications and responsibilities, as outlined in Step 2. Pending a review of job classifications, the appended guidelines may be used to determine comparability of A-1 personnel. Special review will be needed to discover and upgrade those A-3 women who carry responsibilities equivalent to A-1 employees.

c. Give preference in appointments and promotions to women who possess qualifications exceeding those of men. During the period of imbalance between men and women in higher administrative positions, women with qualifications equivalent to those of men should be given preference in promotions.

d. Identify and begin to train capable women for higher administrative service in "line" as well as "staff" positions. As a modest beginning under the present financial conditions:

(1) Place women on committees engaged in planning and decision-making, and include them in staff meetings which inform the operation.

(2) Provide support services for women in administrative positions equal to those available to men.

(3) Extend to women any privileges of travel, in-service or extramural training, subsidized membership in professional organizations and any other advancement aids that may be available to men.

e. Communicate the above policies to the Provost, the Vice-Presidents, Vice-Provosts, Deans, Directors and Chairmen who employ women in non-academic positions. Require them to retain records as outlined in Step 5g, and make such records accessible to the Women's Commission on request.

f. Institute a study of current and potential roles for women in administration at the University, calling upon members of the Wharton School, other appropriate faculties and innovative administrators to act as resources. Any in-service education considered for administrative employees should contain subject matter pertaining to women in management.

Initially, the following steps should be taken:

(1) *Examine the Personnel operation to clarify sources of policy toward women and to increase Personnel Office flexibility in hiring and promotion.

(2) Analyze patterns of promotion, transfer and turnover at the University by age, sex and other factors, to help redefine criteria on hiring and advancement of women.

(3) Compile listings of University courses which women can attend to improve administrative skill, including the social sciences, operations research and others.

(4) Identify gaps in the University's offerings on women in business, industrial and institutional management, and encourage the design of new courses by faculty and administrators.

10. *In the predominantly-female A-3 employment category, a healthy University policy will require remedy of at least three major deficiencies: personnel policies which inhibit career advancement via transfer, promotion within A-3, and promotion from A-3 to A-1; poor communication of information concerning career advancement; and inconsistent fixing of classifications which affect salary. The University administration, with the cooperation of the Women's Commission, should undertake to:

a. Examine the composition of the Personnel Office with respect to its own appointment and advancement of women and the degree of involvement of female staff in decision-making.

b. Revise the written communications issued by the Personnel Office, such as the Handbook (Your University) and other media wherever they may inhibit opportunity for this predominantly-female work force. For example:

(1) Send a notice to Departments rescinding all editions of the Handbook published before 6/68 which do not reflect University commitment to E.O. 11246 as amended by E.O. 11375.

(2) Change the Handbook's rule prohibiting transfer from "...without the knowledge and consideration of the supervisor concerned." to read "...without two weeks' notice to the immediate supervisor."

(3) Submit a revised text of the Handbook to the Women's Commission for review. New editions should be mailed directly to each nonacademic employee by the Personnel Office.

(4) Enforce posting of the Personnel Office announcement of job vacancies, expanded to include all nonacademic job openings to facilitate upgrading by transfer. The words "PLEASE POST" should be replaced by a phrase indicating that University regulations require the notice to be posted in a prominent place accessible to all employees.

(5) Direct the Personnel Office to make accessible to any employee her own job classification, scale and description, as well as those of any position for which she might apply or train.

c. Make all records pertaining to promotion and transfer accessible to the Women's Commission on request.

d. Establish a continuing program designed to educate employees for climbing career ladders (e.g., administrative operations, computer skills, paramedical specialties, etc.). Such a program will enable the University to derive maximum benefit from the potential of its women employees.

e. Instruct the Personnel Office and supervisors that there is no advantage to the University in limiting the advancement of women employees by rigid salary and promotion barriers.

11. *Women undergraduates at the University of Pennsylvania have an outstanding record of achievement not only as scholars but also as innovative contributors to their own education. Their initiative, and that of their academic and administrative leadership deserve full support.

    The University should see that it deals fairly with women undergraduates, even though the Department of Health, Education and Welfare does not specifically charge Federal contractors with removal of such discrimination.

    We do not recommend on the behalf of women undergraduates. They will recommend for themselves. We do advise the most sympathetic attention to their needs.

12. In all schools where it is appropriate, recommend to the Committee on Instruction that courses pertaining to women be established.

13. Give the necessary support to plans to establish child care at the University for women at all levels.

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We are aware that remedial action is needed for other groups within the University. But the law concerning discrimination against women is clear in its provisions and timetables. We hope this plan will enable us to achieve compliance in the friendly tradition of the University of Pennsylvania.

POSITION PAPER ON MEMBERSHIP OF WOMEN'S COMMISSION

The membership of the Women's Commission should be large enough and varied enough to represent accurately the students, nonacademic employees and faculty of the University. We recommend a quadripartite Women's Commission of eight women representatives from each of four categories -- Trustees**, faculty, students and nonacademic employees -- to be selected initially as described in the plan for affirmative action. An election system will be developed for subsequent years.

For the representation of women faculty we recommend 6 tenured and 1 untenured fully-affiliated women, and 1 partially-affiliated.

For nonacademic employees we recommend an even division between A-1 and A-3 women.

For student representatives we recommend:

2 from the women students in GSAS
1 from the College for Women
1 from the undergraduate students in nursing and allied medical professions
1 from women students in the College of General Studies
1 from women students in the medical area including graduate nursing students.
1 from women students in the School of Social Work and the Graduate School of Education.
1 from women students in the other professional and graduate schools.

A rotating steering committee of 1 representative elected from each of the four quadrants of the Commission should act as an executive committee for the whole.

** We look forward of course to the election of women Trustees of the University. However, the Commission will begin its operation without them.

POSITION PAPER ON THE REPRESENTATION OF WOMEN ON COMMITTEES

Even on the basis of present numbers, women are poorly represented on the policy making committees of the University. Information received from the office of the Secretary of the Corporation (December 15, 1970) shows the following committees to be without any women members:

The Trustees
Senate Advisory Committee
Personnel Committees of: College of Arts and Sciences
School of Medicine
School of Dentistry
School of Engineering
Academic Freedom and Responsibility Committees of:
College of Arts and Sciences
School of Medicine
Annenberg
Wharton
School of Education
School of Dentistry
Law
Engineering
Academic Planning Committee (Hoenigswald Committee)
Employee Classification and Review
Committee on Honorary Degrees
Committee on Research

Furthermore, no faculty women were represented on the following committees (although some included women students):

Steering Committee of University Council
Task Force on University Governance
Ad Hoc Committee on Appointments and Promotions Procedures and Policies
Budget Committee
Committee on Committees
Financial Aid Policy Study Committee (Clelland Committee)
Quadripartite Commission.

~~12/20/70~~

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POSITION PAPER ON FACULTY APPOINTMENTS

On average 75% of the new appointments to the faculty should be women during the next few years. This percentage is based on the following consideration: Ultimately there should be no significant difference in the ratio between women and men faculty at the University. This means that fair treatment will require 50% of the faculty to be women. In order to reach the goal in less than an infinite time, some temporary negative discrimination will be required. A 50/50 split of the steady-state appointment rate of males seems appropriate during this interim period. We realize that the varying size of the available pool of qualified women will affect the time at which this ultimate ratio is achieved in different disciplines.

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POSITION PAPER ON PROMOTION OF FACULTY WOMEN

In the College, there are presently no fully-affiliated women Full Professors, and only three Associate Professors. The academic qualifications of women faculty, length of time at rank and length of time to achieve present rank must be investigated. There has been discrimination between men and women who obtain their doctorate while holding the rank of instructor; in most departments men are then automatically promoted to Assistant Professor whereas women often remain as Instructors. Women remain at the rank of Assistant Professor, although fully qualified for promotion, for far longer periods than similarly qualified men.

All faculty members must be informed of their right to request consideration for reappointment or promotion and must be kept informed by Chairmen or Deans of every step of the procedure.

A stricter adherence to the criteria for appointment and promotion as outlined in the University pamphlet entitled "Faculty Appointment and Promotion Policies", which include, besides scholarship, research, teaching ability and administration, "a broad human concern for youth and its intellectual problems and ambitions", should ensure the promotion of more women faculty as role models for women undergraduates and graduate students.

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POSITION PAPER ON SALARIES OF WOMEN

Although we do not yet have comprehensive statistics, enough differences -- taking into consideration the combined factors of seniority, publications and scholarship -- have already been reported to point out a general pattern of salary inequities between men and women of equal qualifications.

POSITION PAPER ON THE SCHOOL OF NURSING

The School of Nursing at the University of Pennsylvania, a school with 48 fully affiliated women on its instructional staff and 700 women comprising its student body, should be among the top nursing schools in the nation just as the other Professional Schools in the University are among the highest in their respective fields. This is not the case, however. This essentially female school has always found itself "low woman on the University's financial totem pole" -- a position which has effectively prohibited any efforts on the part of the school to achieve national prominence.

This not-so subtle discrimination is most evident in the nature of the facilities provided for these women. A casual glance shows that the University has not provided even modest educational surroundings. A closer look easily reveals the low budget allocations and their effects on the excellence of programs and personnel. The women instructional staff, secretarial staff and students all feel the University's lack of concern for their existence in an essentially male setting.

Immediate steps must be taken to rectify this situation. The University should allocate to the School of Nursing a budget which considers the right of women faculty and students to attain the level of excellence to which the name, "University of Pennsylvania", gives at least a promissory note.

We recommend that any immediate plans to decrease further the budget of the School of Nursing ~~budget~~ be abandoned. We further recommend that the University provide a proposal covering the next five years which gives evidence of intent to upgrade the school and its physical environment.

Intitial appointment for nurse faculty members with a Master's Degree at the University of Pennsylvania is made at the level of instructor or associate and not at the level of assistant professor as is true in many other collegiate nursing schools (Case Western Reserve, Indiana University, University of Wisconsin, University of Colorado, etc.). Although the Nursing School's Committee on Promotions does give consideration to factors other than the attainment of a doctorate, very few nursing faculty members reach the rank of Assistant or Associate Professor.

In view of the current standards within the profession, faculty with a Master's Degree should be promoted to positions which carry indefinite tenure. Consideration should be given especially to those highly capable and responsible faculty who have served the School of Nursing in leadership positions (coordinator of the baccalaureate program and coordinator of the general nursing program).

It is important to bring to an end the periodic loss of nursing talent at the end of six or seven years to other collegiate positions carrying both rank and tenure.

POSITION PAPER ON
THE STATUS OF WOMEN WITH PARTIAL AFFILIATION
AT THE UNIVERSITY OF PENNSYLVANIA

In the College of Arts and Sciences, preliminary data of the Subcommittee on the Status of Women indicate that less than 3% (10 out of 380) of the male faculty is partially affiliated. In contrast 40% (14 out of 34) of the women faculty are classified as partially affiliated. Many of these women have been denied full affiliation, often on the grounds that such an appointment would supposedly violate University nepotism regulations and/or rules that full affiliation could not be acquired by individuals unless they were paid from the deficit budget. This has classified as partially affiliated many women who by definition in the Handbook are fully affiliated since they make the University the principal center of their educational and professional effort. The classification of partial affiliation has also been used to restrict qualified women who wish to teach, to a purely research position. The net effect is to create a category of fully employed women who are deprived of eligibility for tenure.

The University Council Subcommittee on the Status of Women is currently distributing a questionaire to partially-affiliated women to ascertain precisely which women wish, but have been refused, a fully-affiliated position. This will be particularly important in the medical area which includes a large number of partially affiliated faculty. Partially affiliated women represent a selected, qualified pool of women for appointment to fully affiliated faculty positions, and every effort should be made to appoint them to faculty positions commensurate with their qualifications.

POSITION PAPER ON WOMEN GRADUATE STUDENTS

Admissions and Financial Aid: To ensure that all graduate groups and professional schools handle admissions and financial aid without penalties based on sex, marital status or children, the following procedures are recommended:

1. The complete files of all applicants for admission and financial aid, both accepted and rejected, must be kept for a minimum of three years. If an applicant is rejected who does not fall below the level of the criteria set by the department, the explanation from the pertinent committee must be in the file.

2. The same procedures must be used for women and men for all types of financial aid, whether they be administered within individual graduate groups (e.g., teaching grants, teaching fellowships and research assistantships), or whether they be administered by the Fellowship Office (e.g., University Fellowships, Ford Foundation Fellowships, NDEA Grants, or special scholarships established by the University).

Job Placement: Any institution which admits women at the graduate level and which encourages them during their graduate studies must be committed to support them in entering and pursuing their professional careers.

1. Notifications of all available positions sent to the department must be prominently posted in a place where all graduate students have access to them.

2. Departments should not publicize available positions which have made any request discriminating against women. Such requests should be returned, along with a statement describing the University's policies against discrimination. The Placement Service of the University must follow the same procedures.

POSITION PAPER ON A-1 WOMEN IN ADMINISTRATION

There are 130 A-1 women in the Personnel Office under the U.S. Department of Health, Education and Welfare's "officials and managers" category. Of these, 78 could be traced by name in a short period of time, and 35 of these (most of whom worked in large administrative sections of the University rather than in academic departments) were interviewed individually or in groups. The following observations are based on the most consistently-held views.

Priorities: Communication of the legal situation and of the University's intent to implement the law; analysis of present salaries and of classifications which help to determine salaries; and inclusion of A-1 and A-3 women on any commission or review board are most frequently listed by A-1 women.

Implementation: Reference to the impersonal law is the process least likely to create dissent between male and female colleagues, and least likely to project the President as a target for criticism for his consideration of women at a critical time financially.

It is with this in mind that the circulation of the law and the Michigan text was suggested. If there is any public problem involved in the President's direct issuance of a letter on compliance, he should ask the Provost or other appropriate officer(s) to distribute it.

There are individual men whose expertise can be most useful to any review body, and men whose education in the problems of women would be enhanced by joint service on such a committee. At the same time, it is doubtful that any man can at the outset fully comprehend the subtle forms of discrimination that can be used against women in a university. Two structures that appear acceptable would be (1) A predominantly-female body with the goal-setting function clearly reserved to women, but with men contributing to implementation; and (2) A committee entirely comprised of women, but able to enlist the cooperation of men in appropriate positions or fields of expertise.

Personnel: A recommendation to review job classification and other Personnel Office functions has general consensus, but recommendations for implementation are divided on one serious point. Thoughtful women in the business area of the University suggest that internal review by the Personnel Office can achieve the purpose if there is a clear mandate and allotment of resources to carry out such study. Outside the business area, many others request specifically that review be initiated outside the department -- both for credibility and for fresh and objective views on Personnel's proper relationship to employees and their supervisors. If an outside committee can approach such a study without any implication of scapegoating, it will find that within the Personnel Office there are already movements toward change which could be strengthened; and it will further be able to recommend concrete steps toward increasing communications between Personnel and the rest of the campus.

Myths: There is a need for data not called for in the Recommendations section, but which the Commission will need in order to inform administrators and to correct outdated conceptions on women's employment. Two of the more common myths are:

Turnover: One recent West Coast study shows that 36% of men but only 34% of women left jobs within a one-year period; that 17% of men but only 12% of women left with short notice, inconvenience or acrimony; and that while women did leave to marry, bear children, or other personal reasons, men tended to leave at their own convenience, for better pay or greater authority. If analysis of campus personnel yields similar turnover conditions, the advantages of equal consideration to women would appear to be obvious.

Income Need: The unofficial "need" factor that affects salary distinctions is certain to be applied more than ever during a fiscal pressure period. There is frequently an appreciation that individual men's needs differ, and an assumption that women's need are all much alike -- and all lower. It should be pointed out that need ranges widely among women surveyed in the various subcommittees. Among the facts they would like male budget officers to recognize are:

Not all married women are supported by their husbands. (One in ten families in the U.S. today is headed by a woman.)

Divorced women do not receive alimony in Pennsylvania.

Child support is not always granted; when granted is not always paid; and when paid is not based on the number of children to be cared for.

Single professional women as a rule do not live at home, and in the University's urban environment must pay as heavily for safe accomodations as any man. They do not, with today's dating expectations among bachelors, consider being taken to dinner a safe addition to their weekly support.

Participation: A-1 women with widely different interests were willing to appear for interviews as early as 7 a.m. and as late as midnight to contribute data and advice to this report. Many volunteered to form subcommittees to examine job classification systems and otherwise offered to contribute to implementation. Women long past A-3 offered typing, running and 'drudgework' without being asked. Women here are startled at the HEW's action in Michigan; encouraged that the Administration would voluntarily implement its positive features here; and energized by the prospect of an opportunity to do more and to be rewarded for it. Such enthusiasm on the part of its nonacademic employees is a considerable opportunity to a University in transition..

GUIDELINES ON COMPARABILITY FOR A-1 EMPLOYEES

There are 130 A-1 women, many of whose jobs can be matched against those of direct male counterparts in the same department.

Other rules of thumb for matching positions to determine equitable salary can include:

Known counterparts in other departments of the University.

Known counterparts in other institutions, adjusted for any disparity in overall salary scales.

U.S. Department of Labor median statistics by job category, adjusted for any disparity between University and national averages overall.

Counterpart levels of responsibility (i.e., same number of levels below the highest executive).

Known alternation between female and male occupant of the same position, adjusted for any University salary improvement since a male's employment in it.

Performance of essentially comparable duties, regardless of recorded job classification, should lead to equivalent salaries, adjusted for legitimate factors such as education and experience.

In the specific case of A-3 women, upgrading of salary and an offer of upgrading to A-1 should be made when it is possible to identify (1) significant growth in responsibility since original classification; (2) absorption of the duties of former male superiors who have gone unreplaced; (3) completion of degrees or other applicable training; and (4) performance of essentially A-1 duties as the primary function.

Positions which cannot otherwise be screened for parity should be submitted to analysis by the Women's Commission in line with criteria to be developed with A-1 subcommittee assistance.

POSITION PAPER ON A-3 WOMEN

The discriminatory attitudes at this University toward the predominantly-female A-3 employees are shown by the following revealing if contradictory quotes from the Report of the Financial Aid Policy Study Committee (October 22, 1970):

> "We feel that this benefit (half tuition remission) is of value in compensating for the relatively low salary level currently pertaining to A-3 personnel." (page 14)
>
> "For the A-3 and eligible A-4 categories, the committee feels that the University is probably overcompensating for the services it receives. It recommends that the benefits reduced (sic) to tuition remission at the University of Pennsylvania of $900 per child per year under all three plans." (page 15)

These attitudes regarding salary standards and benefits are reinforced by a rigidity in policies affecting A-3 women. There is growing discontent not limited to salary but concerning the absence of any appeal system which would handle questions of transfer and promotion.

It is our hope that the Women's Commission recommended in Step 3 can remedy that lack at the University.

POSITION PAPER ON WOMEN UNDERGRADUATE STUDENTS

Toward achieving equality in education, the Undergraduate women would have implemented by the Administration a three-point program involving policies on:

1) Admissions...there must be a reexamination of the quota system in the undergraduate schools, leading toward establishment of equal enrollment of women in all undergraduate schools, including Wharton and the Schools of Engineering. This would also necessitate a recruitment program in high schools to encourage women to enter the professions in increasing numbers. Also involved will be emphasis on equal standards of admissions for men and women, in fact as well as policy. We recommend that women students be asked to sit on the Board of Admissions to aid this process, and that there be an appeal mechanism for women who feel they have been discriminated against in the admissions process or in the awarding of financial aid. This last includes financial aid for part-time students. Special recruitment and aid for married women should be implemented, and continuing education for women be given more emphasis in all undergraduate schools. An important adjunct to financial aid is child-care, since a lack of adequate inexpensive care facilities often precludes continuing education on financial grounds.

2) Education...we encourage the establishment of an institute for curriculum development which would examine the content of current courses to expose sexual bias and provide alternative materials. This institute should undertake new research in women's studies which could lead to courses on women and should be available to all students. It would provide aid in research projects, independent study sponsorship, and aid in formulation of new academic courses. The organizing of this institute should be done by a group of women from the following categories: faculty, graduate students, academic administrators, and undergraduates, from all relevant departments.

3) Job Counseling and Placement...the Placement Office with the cooperation of the Women's Commission should be required to institute a program of vocational counseling and a program in cooperation with local industry and government for developing new employment opportunities and training for women. The Placement Office should also be instructed not to honor any interview requests which discriminate against women (as discussed in the Position Paper on Women Graduate Students). In plain terms, no woman who has her Bachelor's degree from an institution of Pennsylvania's reputation should be asked if she can type before her transcript is looked at, while her male counterpart is made a management trainee. This should be seen as an insult to the institution as well as discriminatory toward women.